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ANNUAL REPORT
of the
BUREAU OF STATE USE INDUSTRIES
Fiscal Year
1977-1978

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ANNUAL REPORT, BUREAU OF STATE USE INDUSTRIES 1977-1978

TO: Mr. Herbert B. Blumenthal, Ass't. Commissioner
Division of Administration

FROM: I. Seligman, Chief
Bureau of State Use Industries



The Bureau of State Use Industries submits the following Annual Report as a summary of industrial activities for the fiscal period ending June 30, 1978.

State Use Industries was established by the Legislature in 1918 and currently operates under statutory powers vested in the Commissioner of Corrections (R.S. 30:4-4, also R.S. 30:4-92 thru 100).

Department of Correction Standards stipulate that the Chief Executive Officer of each institution is responsible for the management and direction of any State Use activities within the operating unit and for the satisfactory completion of manufacturing schedules and training objectives.

The Bureau of State Use has the responsibility for overall planning, accounting, procurement of materials, distribution of products and rendering of technical advice and service.

State Use Industries does not receive any appropriated funding and is required to be self-supporting. The industrial program operates from a revolving fund and is financed exclusively from earnings. Furthermore, our market for the sale of finished products is strictly confined to tax supported institutions and agencies within New Jersey. The Bureau's principal goals are:

1. Upgrade and replace machinery and equipment.
2. Improve inmate training and skills.
3. Improve product quality and customer delivery.
4. Operate the industrial program efficiently and maintain fiscal solvency.
5. Expand the number of viable industries.

Assigned inmate workers are taught manufacturing skills by staff personnel. The development of good work habits, as part of the work ethic, is deemed highly desirable in any inmate correctional program.

ADMINISTRATION

Bureau staff continued to concentrate on the replacement or addition of machinery and equipment. This program was started two years ago as funds became available and was long overdue to improve productive efficiency. Our objective is the eventual replacement of all obsolete units. Considerable progress has been made to date and a number of equipment items are on order with delivery expected shortly.

Beginning in February 1978, a number of meetings were held with Division of Administration staff to discuss future operations of the Feed Mill Industry at Annandale. The Department of Corrections had assumed responsibility for operating all farm installations. Under the new arrangement, these farms were placed on a revolving fund with a mandate to become self-supporting within two years.

This Bureau had operated the Feed Mill for almost forty years. It soon became evident that in reorganizing the farm program this industry would become a casualty. State Use staff was opposed to closing down the operation but ultimately accepted the decision of higher authority with reluctance.

The Feed Mill Industry was a self-supporting program operating on a minimal return of about 5% on a sales volume of \$500,000 annually. While there were some problems (mostly procurement of materials) associated with the industry, it did employ 3 staff members and approximately 28 inmates. All material ingredients have been sold to the farm program and the building is undergoing maintenance repairs. State Use Industries is planning to install another industry at this facility.

Our Bureau's relationships with the Department of Transportation continue to be excellent. This cooperation has been highly beneficial to both organizations. During this fiscal period we completed a sizeable contract for traffic signs and posts; an order for County Route Markers and delivered to four separate counties and produced a number of new type breakaway plastic barriers. The traffic sign contracts are being produced with the assistance of Federal Grant funds and the specifications are stringent. State inspectors approve every sign at the industry prior to shipment and all materials are approved by Department of Transportation quality control personnel.

There was an incident involving the refusal of several inspectors to enter the State Prison, Rahway. The Bureau Chief participated as a witness in the Department of Transportation disciplinary hearings, which resulted in periods of suspension for the employees involved.

The Auto Tag Industry produced a new Congressional Medal of Honor license plate. These were presented to the 13 Medal of Honor recipients resident in New Jersey at a State House ceremony in October 1977.

Two major shipments of license plates were delivered to Motor Vehicle Agencies throughout the State as scheduled.

ADMINISTRATION (continued)

Our Printing Industry is undergoing considerable changes and equipment is being upgraded. The shop has produced a number of outstanding jobs during the year and improved sales volume. Unfortunately the industry is presently backlogged. We are releasing orders for outside purchase primarily because the shop hours have been reduced and there have been some unusual breakdowns in equipment.

This Bureau has devoted much time in attempting to develop a reasonably realistic flame resistant mattress. We believe our efforts have been rewarded based on successful testing by the State Fire Marshal's Office. The flammability of mattresses currently in use within correctional institutions has been a matter of grave concern to correctional administration throughout the country because of many tragic incidents. Our experimentation has resulted in numerous requests for information by various other States.

On May 15, 1978 a visit was made to the Pennsylvania Correctional Institution at Dallas to study their mattress program.

The writer accompanied Ass't. Commissioner A. Elias, Supt. S. Hicks and Captain E. Shelton on a visitation to Connecticut in October 1977. The purpose of this committee was to study the impact of the Federally funded ECON Study on Connecticut's correctional industries program.

In December 1977 an opportunity occurred for this Bureau to hire an ex-inmate for the first time. As an inmate, this individual had been assigned to the industries and was a skilled worker for a number of years with a good record. His contribution as a civilian employee has been very satisfactory and mutually beneficial.

The Bureau Chief was appointed to the Governor's Task Force for Training and Employment of Inmates and Ex-Offenders in October 1977.

Governor Byrne also appointed the writer to the New Jersey Advisory Council on Vocational Education in March 1978 as the Department of Corrections representative for a 3 year term.

State Use Industries now awards a "Certificate of Accomplishment" to inmate workers achieving proficient trade skills and completing 1500 hours of industrial training, upon the recommendation of the industry supervisor.

During the past year, State Use Industries has cooperated with a number of correctional industrial programs from other States. Technical assistance has been exchanged with Georgia, Ohio, New Mexico, Connecticut, New York, Florida, North Carolina and California.

ADMINISTRATION (continued)

Bureau representatives manned a display booth during the League of Municipalities Convention at Atlantic City in November 1977.

Our program of product advertising continued through the year with personal visits by the Field Representative or other staff members; phone contacts and various product bulletins distributed by mail. A new clothing brochure is now ready for printing and will be incorporated in the Bureau's catalogue upon completion.

ORGANIZATION

The industries employed a total of 1,698 inmates approximately (11% of the resident population) and worked 244 days during the fiscal year. This Bureau operated 18 industries at 7 institutions.

All State Use staff members at the operating units report to the Institution Superintendent as their Appointing Authority. All business transactions are channelled through the Bureau's Central Office. State Use Industries personnel supervise the inmate work force at the various institutions.

Central Office staff personnel completed 393 visitations during this fiscal year. An additional 266 calls were made by the Field Representative to various Using Agencies. He also operated several State Use exhibits.

The Bureau staff travelled 26,107 miles during this period. In addition, State Use Industries operated 6 trucks for the delivery of products. These vehicles travelled a total of 88,326 miles.

INDUSTRIAL INFORMATION

Shops of the Bureau

State Prison, Trenton

Clothing
Knitting
Machine Shop
Mattress
Printing

Youth Corr. Inst., Bordentown

Metal Industry
a. Metal Furniture
b. Sheet Metal & Screen
Soap

Correctional Inst. for Women, Clinton

Clothing
a. Mop

State Prison, Rahway

Clothing
Machine & Bed
Signs & Industrial Finishing
Textile
Miscellaneous Manufacturing
a. Patient Aid Equipment

Youth Reception & Corr. Center
Yardville

Miscellaneous Manufacturing
a. Brushes

Youth Corr. Inst., Annandale

Feed Mill

State Prison, Leesburg

Auto Tag
Clothing

INMATE EMPLOYMENT

The past fiscal year we experienced a continuing decline in the number of inmates available for industry assignments. Many shops were forced to operate below their manning tables of organization with resulting hardships. There were frequent inmate absences from the job and heavy inmate turnover due to reassignments.

This condition creates a very difficult training problem for the Bureau's reduced trade instructor staff. It would appear difficult to justify an inadequate inmate work force in view of the Department's over-crowded resident population.

The existing condition is a handicap to the inmate workers and undermines the Bureau's ability to satisfy customer commitments in terms of product quality and delivery. A re-evaluation of current work assignment procedures and priorities at the Department level is very necessary if the present erosion of the Bureau's industries is to be turned around.

The manpower situation remains incomplete and unstable. The average number of assigned inmates per month was 487. Our turnover rate per job amounted to 3.5 inmates, which was the same as last years rate.

The State Use Industries operation is currently based on an inmate work detail of 530 full time jobs. The industries only employed 11% of the inmate population. During the 1977-1978 fiscal period, the Bureau employed a total of 1,698 inmates. An average number of 43 jobs were not filled.

State Use Industries has expressed dissatisfaction on numerous occasions with the inadequacy of the inmate work force. Adequate labor is a keystone in the factors of production. A stable work force is of paramount importance to the Bureau's industrial program. Job skills cannot be developed in inmate workers if they aren't available to receive the training.

Average Full Time Jobs	Inmates Assigned				Average Inmates							
	During Year				Per Job							
	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>
Prison	126	128	135	114	458	295	250	213	3.6	2.3	1.9	1.9
Rahway	144	167	119	124	403	377	426	476	2.8	2.2	3.6	3.8
Bordentown	58	58	65	62	463	263	384	330	8.0	4.5	5.9	5.3
Annandale	22	23	21	16	255	186	179	161	11.6	8.1	8.5	10.0
Clinton	30	34	32	37	236	126	88	111	7.9	3.7	2.8	3.0
Yardville	21	25	24	24	120	104	108	78	5.7	4.2	4.5	3.3
Leesburg	<u>122</u>	<u>103</u>	<u>112</u>	<u>110</u>	<u>436</u>	<u>323</u>	<u>320</u>	<u>329</u>	<u>3.6</u>	<u>3.1</u>	<u>2.9</u>	<u>3.0</u>
	523	538	508	487	2,371	1,674	1,755	1,698	4.5	3.1	3.5	3.5

INMATE EMPLOYMENT (continued)

Inmate daily wage rates are paid in conformance with Administrative Order 1:21-4 and Standard #620. The last increase in these industry base rates occurred in July 1974.

	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>
15% Skilled	1.05	1.10	1.15
45% Semi-skilled	.90	.95	1.00
40% Unskilled	--	.80	.85

Those industries utilizing the daily wage rate also pay a bonus of 25¢ per day to inmates working a minimum of 5 hours daily.

An hourly wage rate is in effect at State Use Industries located in Clinton, Trenton and Leesburg. Bureau policy is "No Work-No Pay" regardless of the reason for absence! The following hourly wage rates are currently paid:

15% Skilled	"A" rate	50¢ per hour
45% Semi-skilled	"B" rate	40¢ per hour
40% Unskilled	"C" rate	25¢ per hour
Learner	"D" rate	15¢ per hour

A special job category of Inmate Instructor Assistant has been established. Selection is limited to qualified inmates only and pays 80¢ per hour. Training is at management levels and gradually requires the inmate to accept responsibility for operating the industry.

BUREAU OF STATE USE INDUSTRIES

	Units Mfcd.	Inmates Working	Inmates Assigned	Inmates Dropped	Inmates Short
<u>State Prison, Trenton</u>					
Clothing	44,501 ea.	586	27	39	134
Knit	14,800 doz.	145	6	13	95
Machine	144 jobs	24	0	0	0
Mattress	5,891 ea.	74	7	7	46
Print	28,909,448 Impressions	385	27	22	6
Storeroom, Office, Runners		<u>156</u>	<u>16</u>	<u>19</u>	<u>53</u>
		1,370	83	100	334
<u>State Prison, Rahway</u>					
Clothing	38,158 ea.	362	72	80	15
Machine & Bed	1,748 ea.	202	75	73	0
Miscellaneous	9,843 ea.	185	37	40	0
Paint & Sign	23,448 ea.	315	70	59	0
Textile	46,620 yds.	257	81	81	79
Storeroom, Office, Runners		<u>162</u>	<u>36</u>	<u>41</u>	<u>1</u>
		1,483	371	374	95
<u>State Prison, Leesburg</u>					
Auto Tag	2,466,271 ea.	388	62	63	1
Clothing	78,183 ea.	<u>927</u>	<u>154</u>	<u>163</u>	<u>6</u>
		1,315	216	226	7
<u>Youth Corr. Inst., Bordentown</u>					
Metal Industries	11,288 ea.	452	180	166	199
Soap	356,499 lbs.	200	102	77	109
	33,638 gals.	<u>652</u>	<u>282</u>	<u>243</u>	<u>308</u>
<u>Youth Corr. Inst., Annandale</u>					
Feed Mill	60,737 bags	181	138	151	96
<u>Corr. Inst. for Women, Clinton</u>					
Clothing and Mop	80,933 ea. 25,376 ea.	449	82	60	218
<u>Youth Recept. & Corr. Ctr., Yardville</u>					
Miscellaneous (Brush)	13,324 ea.	288	52	53	0
TOTALS		<u>5,738</u>	<u>1,224</u>	<u>1,207</u>	<u>1,058</u>

FINANCIAL STATISTICS

In accordance with statutory requirements (RS 30:4-100), a physical inventory was taken on the last two days of the fiscal year.

The inventory is being priced and extended. A Balance Sheet and Operating Statement will be submitted shortly indicating the results of our industrial program for the past year.

SALES

The Bureau's activities during this fiscal period produced a sales volume of \$4,083,339.91. This is about .1% less than last year's figure of \$4,087,347.39.

Sales distribution was 27% for Department of Corrections, 21% Department of Human Services, 43% to other State Departments and 9% to Counties and Municipalities. The following chart indicates the relative comparisons in dollar thousands:

	<u>1976-77</u>	<u>1977-78</u>	<u>Net Change</u>
Department of Corrections	577	1,091	+89%
Department of Human Services	738	877	+19%
Other State Departments	1,557	1,736	+11%
Counties & Municipalities	435	379	-13%

Major credit for this outstanding accomplishment is given to the Auto Tag, Feed Mill, Sign, Printing and Soap Industries. While the volume of business for these operations was comparable to last year's production, the addition of the Department of Transportation second traffic sign contract was a most beneficial asset. Although net return cannot be determined until our accounting process is completed, the industries will record a profitable operation for the 1977-1978 fiscal year.

The State Use staff has attempted to cope with numerous problems - many which are beyond this Bureau's control. It is a credit to their dedicated service that the industrial program has now operated profitably for each of the past five years.

It should be noted that if the Feed Mill Industry had not been closed prematurely during the month of May, the Bureau's sales volume would have exceeded last year's record figure.

SALES (continued)

The following Bureau statistics indicate valuable trend comparisons based on earlier 5 year intervals:

1. <u>Fiscal Year 1977-78</u>	
Sales Volume	\$4,037,041
Operating Industries	18
Inmates Employed	479
Staff Employees	66
2. <u>Fiscal Year 1972-73</u>	
Sales Volume	\$2,572,525
Operating Industries	26
Inmates Employed	555
Staff Employees	75
3. <u>Fiscal Year 1967-68</u>	
Sales Volume	\$2,446,596
Operating Industries	26
Inmates Employed	870
Staff Employees	98

During the past 10 years State Use Industries has eliminated 9 industries, reduced staff by 32 employees and lost almost 400 inmate workers. Despite these negative factors, Bureau management has instituted better administrative procedures designed to improve efficiency, eliminate waste, reduce costs and bolster production. As a result the industrial program has continued to remain self-supporting without cost to New Jersey taxpayers.

CAPITAL EXPENDITURES

Total equipment purchased during the year amounted to \$45,963.70. This expenditure contributed to the continued modernization of the industries.

Included in these equipment purchases are: Cloth Cutters, Baum Folder, Printing Press, Strapping Tools, Ford Truck, Clicker Dies, M&M Screen Printer, Auto Tag Numeral Coating Heads, Exhaust Fans, Industrial Vacuum Cleaners, Calculators, A5 Mini-Computer, Electric Typewriters.

STAFF NOTES

The Bureau Chief attended the American Correctional Congress at Milwaukee, Wisconsin in August 1977 and was re-elected as a Director of the Correctional Industries Association. The Chief also participated in the Mid-Winter Conference during February 1978 at Phoenix, Arizona.

Staff members attended a number of appropriate trade exhibits during the year. There were also special visitations to various manufacturing organizations for the purpose of investigating equipment being utilized for possible installation in our industries.

In conformity with the State program, the telephone system in this Bureau's Central Office was completely revamped.

The Bureau Chief was designated Department of Correction Chairman for the Heart Fund Drive by Commissioner W. Fauver.

Training: A number of supervisory staff meetings have been held at both Central Office and the institutions during the year.

The Bureau has continued a program of distributing various management pamphlets to all staff employees, which are designed to emphasize supervisory responsibilities as part of this Bureau's management team.

The issuance of Industrial Directives as needed standardizes Bureau policies at each of the concerned institutions.

Various subscriptions to appropriate trade journals have been maintained. These publications assist in upgrading staff information and developing industrial contacts.

State Use instructors at the Trenton Prison participated in a series of training sessions for civilian personnel on custody, fire, safety, etc. designed as a re-orientation program.

Safety: Only one major accident was reported involving staff members. Textile Supervisor R. Kesti injured his knee and was out 10 days on advice of his physician. There were a number of minor first aid incidents sustained by the inmate work force. The safety record for this fiscal period has been excellent in all industries.

The winter storms created a number of difficulties for staff members. Both Trenton and Annandale experienced frozen water pipes and broken steam lines.

Safety: (continued)

There were breakdowns in mechanical equipment at the Feed Mill, Auto Tag and Printing industries. The Annandale Feed Mill also had a major electrical problem caused by a serious rupture in the underground steam pipe system.

The Clinton Clothing industry had the building interior painted and a new tile floor installed which eliminated several safety hazards.

Our Bureau trucks experienced several small accidents, but no injuries were reported.

Truck Driver Peter Wolf, Sr. was making a delivery to the Division of Motor Vehicles on August 2, 1977 and while on the loading dock he suffered a massive heart attack and expired at Helene Fuld Medical Center without regaining consciousness.

We voluntarily closed down the Feed Mill for a short period following a poor report from the Department of Health.

A storage building was refurbished at Bordentown by the Maintenance Department. A new roof was included to protect the contents from the weather.

Grievances
and
Discipline:

1. The Bureau Chief participated in a State Use employee disciplinary hearing at the State Prison, Trenton on January 5, 1978. This resulted in "No Cause for Action" because of the time lapse from date of charge to the date of the hearing by the Appointing Authority.
2. In May 1978 a State Use employee was given a disciplinary hearing for violating security regulations at the State Prison, Rahway. He received one day's suspension.
3. During June 1978 the Industrial Manager participated in a grievance hearing at the State Prison, Trenton which resulted from an unsatisfactory merit rating. To date no decision has been published.
4. A Truck Driver was discharged in November 1977 for falsifying his job application.
5. A Clerk Typist was terminated in April 1978 for excessive absence.
6. A temporary Trade Instructor was released for unsatisfactory performance.

STAFF PERSONNEL COMMENTS

Leaves of Absence:

Stephen Buczek, Ass't. Industrial Manager
Francis Andres, Storekeeper II
John Pursel, Supervising Inst. Tr. Instructor
Paul Vechy, Ass't. Industrial Manager
C. Arthur Cochran, Field Representative
Ferdinand Guagliata, Supervising Inst. Tr. Instructor
Arthur Shinkle, Inst. Trade Instructor I
Earl Warden, Inst. Trade Instructor I

Transfers:

Nimrod Harris, Inst. Tr. Instr. I to YCI Bordentown Vocational School	8/77
Teresa Romani, Clerk Typist to Dept. of Health	12/77
Marian Orłowski, Prin. Audit Acct. Clerk to Environmental Protection	1/78
Wesley Manners, Truck Driver to State Prison, Trenton	1/78
William Markhoff, Inst. Tr. Instr. I to YCI Bordentown Vocational School	1/78

Promotions:

Gloria Wolfe, Sr. Clerk Typist	11/77
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New Employees:

John Peraino, Audit Acct. Clerk	7/77
Arthur Shinkle, Inst. Tr. Instr. I, Allied Chemicals	8/77
Robert Ott, Inst. Tr. Instr. I, Industrial Finisher	9/77
Donnie Seawright, Truck Driver	9/77
John Ramsey, Acting Ass't. Industrial Manager	10/77
Edward Darrach, Truck Driver	10/77
Ralph Hartman, Inst. Tr. Instr. I, Printing	10/77
Denise Powell, Clerk Typist	10/77
Joan Sargo, Clerk Typist	12/77
Dewitt Page, Helper	12/77
Richard Cummings, Truck Driver	12/77
Daniel Wyant, Inst. Tr. Instr. I, Feed Mill	1/78
Gregory Alloway, Truck Driver	1/78
Patricia DeAngelo, Clerk Typist	1/78
Searle Schild, Inst. Tr. Instr. I, Metal Furniture	1/78
Anton Landler, Inst. Tr. Instr. I, Salvage & Repair	1/78
Margaret Antheil, Sr. Clerk Bookkeeper	2/78
John Sypniewski, Inst. Tr. Instr. I, Metal Furniture	3/78
George Kinney, Ass't. Industrial Manager	4/78
Peter Stec, Ass't. Industrial Manager	6/78
Pamela Heath, Clerk-Typist	6/78
Anna Stumpo, Sr. Bookkeeping Machine Operator	6/78
Robert Scott, Inst. Tr. Instr. I, Printing	6/78

STAFF PERSONNEL COMMENTS (continued)

Resignations or Terminations:

John Peraino, Audit Acct. Clerk	8/77
Phillip Barbieri, Truck Driver	8/77
Donnie Seawright, Truck Driver	11/77
John Ramsey, Acting Ass't. Industrial Manager	2/78
Searle Schild, Inst. Tr. Instr. I, Metal Furniture	2/78
Denise Powell, Clerk Typist	4/78
Ralph Hartman, Inst. Tr. Instr. I, Printing	5/78

Retired:

Harry Sullivan, Inst. Tr. Instr.-I, Salvage & Repair	7/77
Paul Vechy, Ass't. Industrial Manager	10/77
Francis Andres, Storekeeper II	12/77
Stephen Buczek, Ass't. Industrial Manager	3/78

Deceased:

Peter Wolf, Sr. - Truck Driver	8/2/77
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STATE PRISON, TRENTON: Earl Warden, Institutional Trade Instructor I was honored as the State Use Industries Merit Award Representative.

HIGHLIGHTS OF PROBLEMS AND CONCERNS

1. State Use Industries continues to have major problems with the Purchase Bureau. The latter's inability to provide necessary materials in a timely fashion is a well documented fact in State Use Industries history. Our staff has attempted to resolve these difficulties with the Purchase Bureau on numerous occasions. But any positive results achieved have been transitory at best, and soon slide backwards to previously established precedents. The recent heavy turnover in Purchase Bureau personnel has not been helpful to the State Use operations. A high level meeting was held on June 15th which included representatives of the Purchase Bureau, Department of Corrections administration and State Use Industries staff. The need for improvement of the purchasing procedures to fulfill this Bureau's requirements is urgent.

HIGHLIGHTS OF PROBLEMS AND CONCERNS (continued)

2. The administrative reorganization of State Use has been gradually evolving. Unfortunately a number of our requests have been delayed by the Department of Civil Service and progress has been stalemated for more than (8) months. In addition, this Bureau also has experienced some staff turnover. We have been required to recruit qualified personnel to maintain a number of our industrial operations. Many of these temporary employees have been waiting 1½ years for Civil Service examination to be held. This condition does not contribute to industrial stability or the improvement of staff morale.

After a considerable delay the Bureau finally received a certification list for Ass't. Industrial Managers. The successful candidates were assigned to supervise the industrial programs at Bordentown and Rahway.

3. State Use Industries continues to have major problems with an inadequate inmate work force. The Bureau's dissatisfaction with this situation has been reported consistently. Inmates cannot receive adequate training in production skills. Finished product quality and quantity is unreliable and this factor does not inspire customer confidence or satisfaction.

In April 1978 our total inmate manpower dropped to 446 workers - the lowest in the memory of Bureau staff members. A series of meetings to discuss the problem of inmate shortages was held with Department of Correction administrators in November 1977, May 1978 and June 1978. The results remain inconclusive at this time and continue as a major concern to State Use staff personnel.

4. Another year has passed and long standing Bureau plans for establishing a finished product warehouse still aren't implemented. The renovations at the State Prison, Trenton will directly affect our Central Office and present Trenton Warehouse operations within the next few years. It is important that a decision be reached concerning the type and location of this necessary facility.
5. Productivity in most areas has not increased in ratio to the cost of operations. Prices for materials and services are increasing regularly with present inflated market conditions, as have salaries and wages.
6. New Jersey always prided itself on the diversification of its industrial program. During the last ten years much of this diversified operation has been severely compromised. Some major industries have been closed: Woodworking, Broom, Bakery, Men's Tailoring, Cannery, Upholstery, Furniture Refinishing, Shoe Repair, Shoe Manufacturing, Snow Fence and now the Feed Mill.

Some operations have been combined to save supervisory expense and utilize the available inmate work force more effectively. The present institutional operating procedures are detrimental to the industrial program. The current trend will contribute to further deterioration of the industries unless positive steps are taken to reverse the existing situation.

	Shops Ortg.	Inmates Emp.	Visits	
			Staff	Field Rep.
<u>JULY 1977</u>				
Bureau experiments with flameproof materials for mattresses. Large orders developed with Department of Transportation for traffic signs and Dept. of Environmental Protection for printing items. Auto Tag industry received aluminum shipments after 6 week shutdown for lack of materials. Sign Industry working Saturday overtime. Printing backlogged due to reduction in working hours. Trenton State College ordered quantity of double decker beds. Prison industrial office without phone service since last April. Staff attended Kingsway Corporation seminar on warehouse equipment. Hired temporary clerk to assist with inventories. Correction Officers off the State Use payroll.	18	478	40	24
<u>AUGUST 1977</u>				
Truck Driver P. Wolf expired at Helene Fuld Medical Center after a heart attack. Manager S. Buczek on extended sick leave. Department of Transportation forwarded large order for County Route Marker Signs. Received delivery on a 10 ton truck and M&M Screen Printer. State Fire Marshal conducted tests on fiberglass type fabrics. Bureau handicapped by shortage of truck drivers and vacation schedules for staff. Materials received at Bordentown to repair outside storage building. Chief attended Correctional Industries conference at the American Corrections Congress in Milwaukee.	18	489	35	43
<u>SEPTEMBER 1977</u>				
Manager P. Vechy retired at Rahway. Hired Instructor R. Ott in Sign Industry. Second sign contract signed with Dept. of Transportation. Developed plastic breakaway traffic barriers. Printing Industry completed 270,000 booklets for Div. of Fish, Game & Shellfisheries. Met with Supt. G. Hilton on Trenton Prison renovations and discussed Print Shop problems. Bureau staff concerned about shortage of inmate workers and heavy job turnover. Meeting with Ass't. Commissioner H. Blumenthal on Bureau's Warehouse proposal plan.	18	497	17	50
<u>OCTOBER 1977</u>				
J. Ramsey hired as Acting Manager at Bordentown. Truck Drivers D. Seawright and E. Darrah hired. R. Hartman hired as Printing instructor. Committee headed by Ass't. Commissioner A. Elias visited Connecticut to evaluate the ECON Study. Congressional Medal of Honor license plates completed and presented to recipients on October 31st. Commissioner Mulcahy designated Bureau Chief as representative on the Governor's Task Force for Employment and Training of Inmates and Ex-Offenders. Started shipping 600,000 pair of license plates. Chief met with Rahway Supt. R. Hatrak. Staff attended several trade shows.	18	477	30	26
<u>NOVEMBER 1977</u>				
Hired D. Powell as Clerk Typist. A. Shinkle assigned as Trade Instructor at Bordentown Soap Industry. D. Wyant assigned as Trade Instructor at Annandale Feed Mill. Bureau manned display booth at League of Municipalities in Atlantic City. Completed shipping 600,000 pair of license plates. Meeting with Ass't. Commissioner R. Seidl and Deputy Director R. Waldis to discuss shortage of inmate workers. Breakdown in Feed Mill - grinder required motor repairs. Heavy Printing backlog continues. Chief and Ass't. Chief met with Supt. Hatrak & Rahway staff.	18	487	23	12

	Shops Oppty.	Inmates Emp.	Visits	
			Staff	Field Rep.
<u>DECEMBER 1977</u>				
J. Sargo hired as Clerk Typist and D. Page as Helper. R. Cummings hired as Rahway Truck Driver. Bureau sold Snow Fence machinery to State of New York. Nine staff members attended Dept. Merit Award function honoring Earl Warden and other employees. Major break in Annandale steam line. Frozen water pipes at Trenton Prison. Problems with Dept. of Transportation inspectors refusing to visit Rahway Sign Industry. Trenton Prison Industrial Office finally received phone service after an (8) month wait. Problems recruiting Bordentown staff. Chief & Ass't. Chief met with Ass't. Commissioner Blumenthal and Deputy Director Waldis to discuss the industrial program.	18	486	47	12
<u>JANUARY 1978</u>				
Principal Audit Acct. Clerk M. Orlowski transferred to Dept. of Environmental Protection. Instructor W. Markhoff transferred to Bordentown Vocational School staff. Truck Driver W. Manners promoted to Prison Ass't. Storekeeper. Hired G. Alloway as Prison Truck Driver. P. DeAngelo hired as Clerk Typist. S. Schild and A. Landler hired as Metal Industry instructors at Bordentown. Continuing discussion on Warehouse plans. Bureau's reorganization plans submitted to Bureau of Personnel for action. Travel curtailed because of severe winter storms; deliveries backlogged. Feed Mill inspected by Dept. of Health. Printing Industry started shipping validation stickers to Div. of Motor Vehicles. Water pipes frozen again at Trenton Prison. Staff attended retirement luncheon for Clifford Graff.	18	484	22	5
<u>FEBRUARY 1978</u>				
Field Representative on month's vacation. M. Antheil hired as Sr. Clerk Bookkeeper. Acting Manager J. Ramsey and Instructor S. Schild resigned at Bordentown. Clerk Typist T. Romani transferred to Dept. of Health. Chief participated in disciplinary hearings of (3) Dept. of Transportation inspectors. Heavy snow storms during month curtailed industrial activities. Received Baum folding machine in Printing industry. Backlog of printing orders continues, forced to refuse additional work. Inspection violations and necessary repairs being resolved in Annandale Feed Mill. Held staff meetings at Trenton, Rahway and Bordentown. Chief attended Correctional Industries Association Mid-Winter meeting. Chief & Ass't. Chief met with Motor Vehicle Director and staff. Bureau staff visited a tire retreading plant in Philadelphia.	18	503	36	0

MONTHLY REPORT LOG

SUMMARY

	Shops Oppty.	Inmates Emp.	Visits	
			Staff	Field Rep.
<p><u>MARCH 1978</u></p> <p>Bordentown Manager S. Buczek retired after 25 years service. G. Kinney was hired as his replacement after interviewing 10 applicants. Bureau Chief was appointed to N.J. Advisory Council on Vocation Education by Governor B. Byrne for a (3) year term as the Dept. of Corrections representative. Textile Industry is a cause for concern due to a lack of skilled workers. Staff visited Trenton Chris Craft firm to observe the manufacture of DuPont Vonar, a flame retardant foam material. Chief and Ass't. Chief attended Legislature Appropriations Hearings for the Dept. of Corrections. New telephone service installed in Bureau Central Office.</p>	18	493	39	40
<p><u>APRIL 1978</u></p> <p>J. Sypniewski hired as instructor in Metals Industry at Bordentown. Clerk Typist D. Powell terminated. Inmate work force at lowest ebb in memory of Bureau. New flame resistant materials tested by State Fire Marshal. Developed (2) new colored dress socks for addition to product line. Met with Supt. Hilton on Prison Printing problems. Hours adjusted to allow (10) inmates to work during lunch period. Bureau staff visited Western Electric Co. in Kearny to inspect their Grieve Oven operations. Also participated in 3M Seminar at Cherry Hill on reflective signs. Auto Tag blanking inoperable for (2) weeks. Clinton Clothing painted and new floor installed. Chief and Ass't. Chief met with Commuission for the Blind Director D. Sullivan.</p>	18	446	33	26
<p><u>MAY 1978</u></p> <p>Chief, Ass't. Chief and Captain D. Keenan visited Pennsylvania Correctional Inscitution at Dallas to inspect their mattress program. After a number of meetings, the Dept. of Corrections decided to close down the Feed Mill industry. Bureau's Warehouse proposal still in discussion stage after meetings to consider combining services with Agricultural Commodities program. Completed deliveries of scheduled license plates throughout New Jersey. The 2nd contract for Dept. of Transportation traffic signs has been completed ahead of schedule. Bureau staff met with Dept. of Corrections administrators to again discuss inmate shortages and turnover in the workforce. Chief and Ass't. Chief attended Annandale Awards program. Met with Ass't. Director J. Monaco, Div. of Motor Vehicle on new license plate colors.</p>	18	458	35	18

MONTHLY REPORT LOG

SUMMARY

	Shops Oprtg.	Inmates Emp.	Visits	
			Staff	Field Rep.
<p><u>JUNE 1978</u></p> <p>P. Stec hired as Rahway Manager. Hired P. Heath as Clerk Typist and A. Stumpo as Sr. Bookkeeping Machine Operator. R. Scott hired as Print Instructor. Feed Mill Instructor D. Wyant resigned. Printing Instructor R. Hartman released. C. A. Cochran, Field Representative has filed for retirement. Machine Shop Instructor E. Warden remains hospitalized. All Feed Mill ingredients have been sold and removed to the Farm program. Machinery is being dismantled in preparation for a new industry. High level meeting with Purchase Bureau and Dept. of Correction staff. Conference on inmate shortage problems with Dept. administrators. Work stoppage at Leesburg for (1) day. An order for 142,000 pair of license plates delivered. Received order for 50,000 Firefighter Tags. Staff attended groundbreaking ceremonies at Trenton Prison and Commissioner Fauver's swearing-in ceremonies. Chief designated Heart Fund Chairman for the Dept. of Corrections by the Commissioner.</p>	18	450	36	10